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TECHNOLOGY TRANSFER PLAN FOR EUROPEAN PRODUCTION FOR
THE MULTIPLE LAUNCH ROCKET SYSTEM(U) ARMY MISSILE
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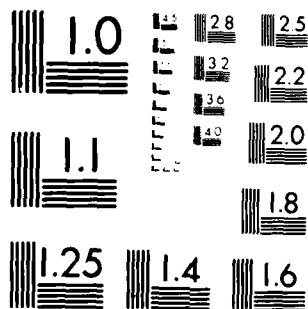
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TECHNOLOGY TRANSFER PLAN
FOR EUROPEAN PRODUCTION
FOR THE
MULTIPLE LAUNCH ROCKET SYSTEM
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, ALABAMA 35809

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FOREWORD

The purpose of this document is to present a basic working plan from which validated technology transfer methodologies and MLRS Technical Data Packages (TDPs) can be developed and delivered in a timely manner.

This Technology Transfer Plan is presented as an initial approach by the U.S. Government to meet the current data requirements of the participating European partners. The procedures and data presented may require revisions as the procurement supplement of the MOU is prepared and as the Multiple Launch Rocket System (MLRS) program proceeds from the Validation through the Maturation development phases.



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MAY 1980

TABLE OF CONTENTS

<u>SECTION</u>		<u>PAGE</u>
1.0	INTRODUCTION.....	1
2.0	BASIC REFERENCES.....	2
3.0	TECHNOLOGY TRANSFER.....	3
	3.1 SCOPE OF TECHNOLOGY TRANSFER PLAN.....	3
	3.2 CONTENTS OF TECHNICAL DATA PACKAGE.....	11
4.0	CONFIGURATION MANAGEMENT.....	14
APPENDIX A		
	DEFINITION OF TERMS FROM MOU.....	15
	ALLOCATED BASELINE.....	15
	CONFIGURATION CONTROL.....	15
	CONFIGURATION MANAGEMENT.....	15
	COPRODUCTION.....	15
	END ITEM.....	15
	FULL-SCALE PRODUCTION.....	16
	INTELLECTUAL PROPERTY RIGHTS.....	16
	INTERFACE CONTROL DOCUMENTATION.....	16
	MATURATION.....	16
	MLRS.....	16
	PATENTS.....	17
	PRODUCT BASELINE.....	17
	PROGRAM MANAGEMENT.....	17
	PROJECT MANAGEMENT.....	17
	SYSTEM SPECIFICATION.....	17
	TECHNICAL ASSISTANCE.....	17
	TECHNICAL DATA PACKAGE.....	17
	TECHNICAL INFORMATION.....	18
	TECHNOLOGY TRANSFER PLANNING.....	18
APPENDIX B		
	MOU GUIDELINES FOR TECHNOLOGY TRANSFER.....	19
	VALIDATION OBJECTIVES.....	19
	MATURATION OBJECTIVES.....	19
	LIMITED PRODUCTION OBJECTIVES.....	19
	PREPARATION OF TECHNOLOGY TRANSFER PLANS.....	20
	CONTRACTUAL RELATIONS.....	20
	MANUFACTURING RIGHTS.....	20
	BACKGROUND INFORMATION.....	21
	FOREGROUND INFORMATION.....	21
	TRANSFER OF TDP FOR PRODUCTION.....	22
	LIMITATION OF RIGHTS.....	22
	DISCLOSURE OF LIMITED RIGHTS.....	22
	EXPORT CLEARANCE.....	22
	FINANCIAL ARRANGEMENTS.....	22
	PROCUREMENT PRINCIPLES.....	23
	TECHNICAL ASSISTANCE.....	23
	LIMITATION ON SALE OR TRANSFER OF INFORMATION TO NONPARTICIPANTS.....	24
APPENDIX C		
	LIST OF ACRONYMS.....	25

MAY 1980

LIST OF ILLUSTRATIONS

<u>FIGURE</u>		<u>PAGE</u>
1	Technology Transfer Request for Export License Contractor- to-Contractor.....	5
2	Technology Transfer Government-to-Government Request Approval.....	6
3	The Technology Transfer Government-to-Government of the TDP Package.....	8
4	Technology Transfer Events.....	10
5	Technology Transfer Supporting Actions.....	11

<u>TABLE</u>		<u>PAGE</u>
1	APPROXIMATE NO. OF PRODUCT BASELINE TDP DOCUMENTS FOR TECHNOLOGY TRANSFER.....	13

May 1980

1.0 INTRODUCTION

This MLRS Technology Transfer Plan presents the scope of the technology transfer program between the U.S. and the European participating nations (Republic of France, Federal Republic of Germany and the United Kingdom), the contents of MLRS technical data packages, and the schedules and milestones events as they exist in the current stage of system development. In addition, referenced sections of the MOU are identified to aid in the development of a European procurement package. Finally, the plan identifies the procedures under which approvals for the transfer of technology and its attendant technical data package must be obtained.

MAY 1980

2.0 BASIC REFERENCES

The following document establishes the official policies and procedures governing the transfer of technical data pertaining to the MLRS program.

Memorandum of Understanding on a Cooperative Program for a Medium Multiple Launch Rocket System between the United States, France, Germany, and the United Kingdom, dated 14 July 1979.

MAY 1980

3.0 TECHNOLOGY TRANSFER

3.1 SCOPE OF THE TECHNOLOGY TRANSFER PLAN

Technology transfer is the process of transferring, from the industry in one country to the industry in another country or between governments, technical information relating to the design, engineering, manufacturing, and production techniques for complex hardware systems using recorded or documented information of a scientific or technical nature. The transfer of technology for the MLRS will be in the form of a Technical Data Package which will enable the European participants to production engineer and manufacture MLRS hardware end items.

The technology transfer program does not include transfer of common reference documentation such as military standards, military specifications, military handbooks, manufacturers' catalogs, etc., as they are available on the open market. The format of the information to be transferred will be 35mm silver halide microfilm aperture cards and printed circuit board mylars. Technical assistance or know-how as defined in the MOU is not included in the technology transfer program. Any problems regarding the technology transfer program will be resolved by the Production Planning Working Group.

The initial technology transfer plan and its content will include the following steps as well as the scheduling of programmatic events which require the participation of both the U.S. and European participants.

Step 1.

The first step in the technology transfer process requires the European participants to formally request the MLRS TDP from the U.S. MLRS Program Manager. This request should specify what should be included in the TDP, and when the technical data is needed.

Step 2.

The request for a TDP is received by the MLRS Program Manager, who reviews the request. The PM's decision would be based on an analysis of the relationship of the request to the terms and provisions of the current MOU.

Step 3.

Once the above analyses are completed by the MLRS PMO, then a decision of the method for implementing the technology transfer must be determined. There

MAY 1980

are two techniques possible. One method involves a contractor-to-contractor data transfer, and the other involves a government-to-government transfer of data.

The implementing of one or the other of these techniques imposes different requirements on the MLRS PMO.

- Contractor-to-Contractor Method

In this method (see Figure 1) the MLRS PMO requests that the contractor apply for an export license to transfer technical data to the European participants. The contractor in its export license request application is required to satisfy all the applicable public laws, DoD and U.S. Army regulations which pertain to the transfer of technical data to foreign countries. The contractor is also responsible for the content of the transferred TDP, the deliveries, warranties (if any), schedules, and the proprietary and classified data acquisitions included in the TDP.

The MLRS PMO reviews, and provides recommendations on the license application package.

Once the export license is granted, it then becomes the authority by which all subsequent data and materials are transferred. Such licenses can be written to include technical assistance agreements or they can be negotiated separately.

- Government-to-Government Data Transfer

In this case, the MLRS PMO submits to the U.S. Army Development and Readiness Command (DARCOM) a letter requesting the authority to transfer technical data to a European Participant. The document seeking authorization for transfer is submitted after a formal request from the European Participant has been received by the MLRS PMO. (See Figure 2) The European Participant's request for technical information is specific in terms of what data, drawings, documentation, specifications, etc., they require; and when the data is needed.

After the technology transfer request is reviewed by DARCOM, it is sent to the Deputy Chief of Staff for Research, Development, and Acquisition (DCSRDA), Headquarters, Department of the Army for final approval. This office is currently authorized to approve the release of MLRS data to foreign nations per AR 380-10. When the request is granted by DCSRDA, the embassies of the

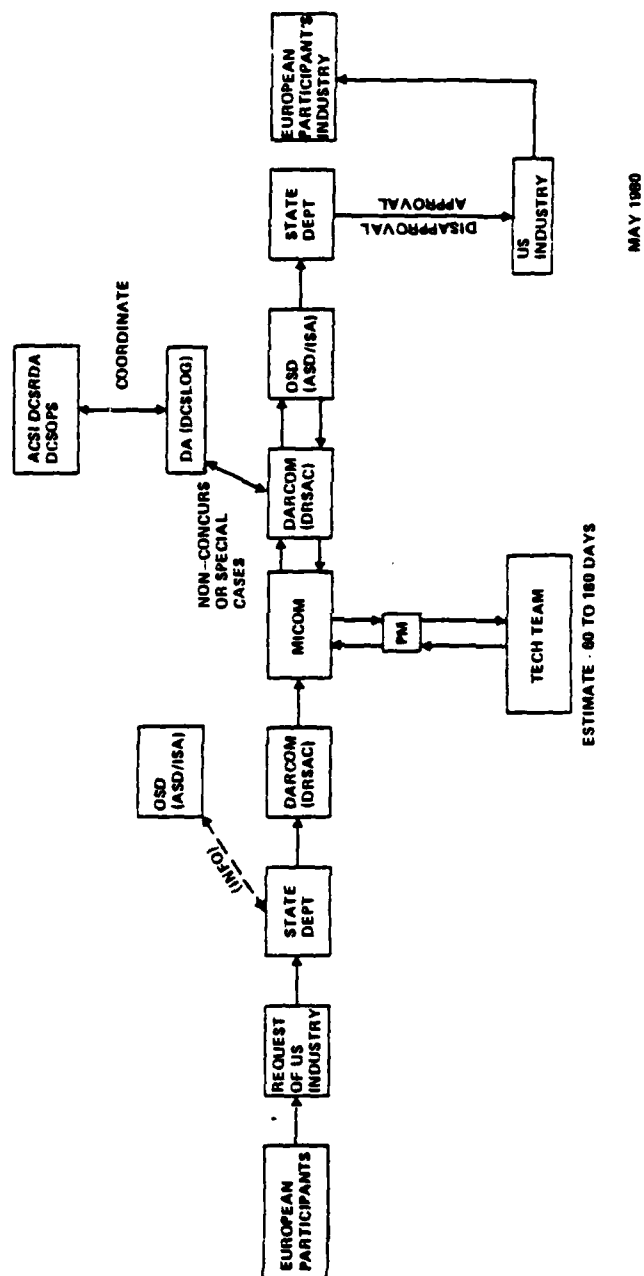
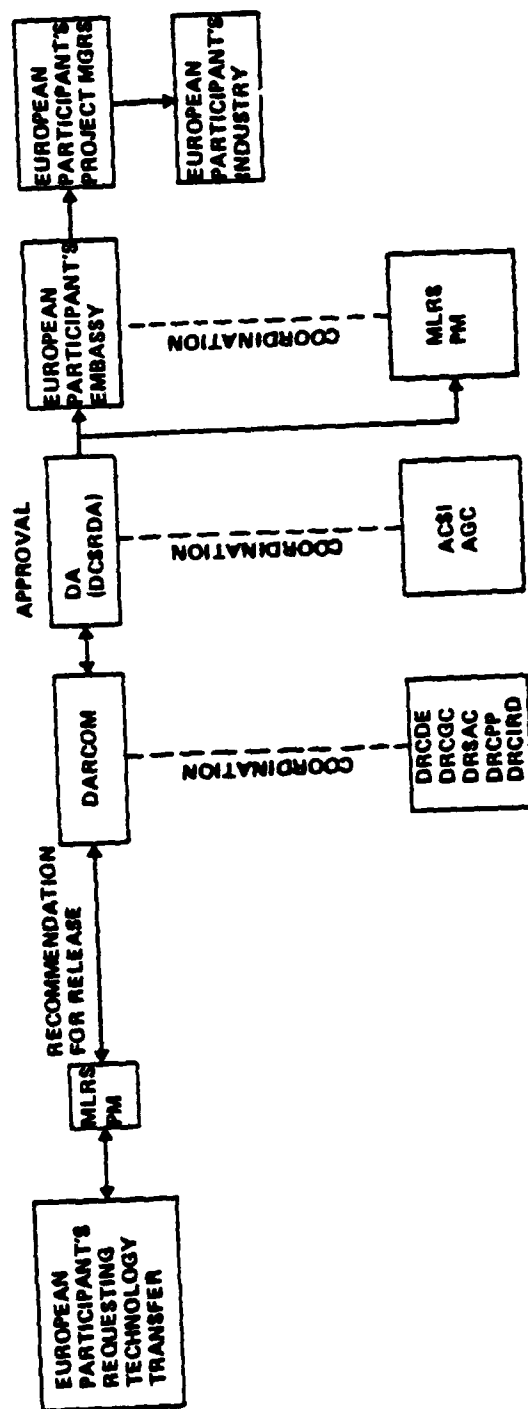


Figure 1. Technology Transfer Request for Export License Contractor-to-Contractor.



MAY 1980

Figure 2. Technology Transfer Government-to-Government Approval Request

MAY 1980

participants and the MLRS Program Manager are notified. Subsequent coordination is between the MLRS PMO and the European participant(s).

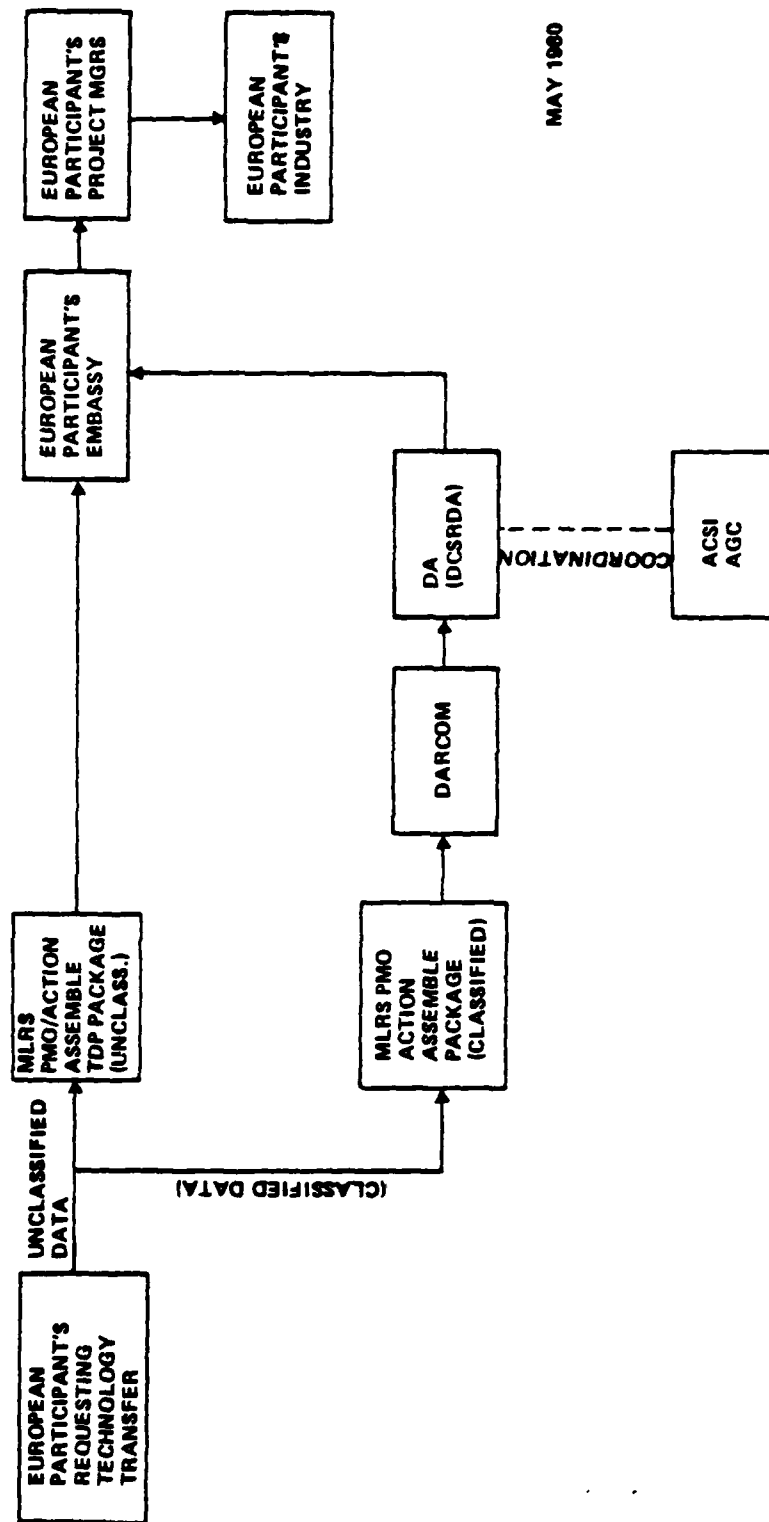
The authorization for release of the MLRS TDP having been granted, the MLRS PMO then takes the action to satisfy the requirements of the participating European partners. This includes assembling the TDP, i.e., supplying all the necessary drawings, supporting technical documentation, specifications, manufacturing and material processes; and the protection of proprietary and classified information, and any data transfer schedules that would be required.

The acquisition of limited and proprietary data rights and all costs incurred for such acquisitions from the current owners and developers will be borne by the European participants.

The technical data package in the form of 35mm microfilmed aperture cards is assembled by the MLRS PMO. The package is reviewed for compliance to the TDP request. After it has been ascertained that the package does indeed satisfy the requirements of the participating European partners, it is then boxed and sent directly to the participating country through embassy channels for transmittal to their industry. This procedure is followed where the data being transferred is unclassified. When the transfer of classified data is required, then the assembled package should be sent to DARCOM and to DCSRDA for review and final approval and then sent to the participating European partner through embassy channels. These procedures are shown in Figure 3.

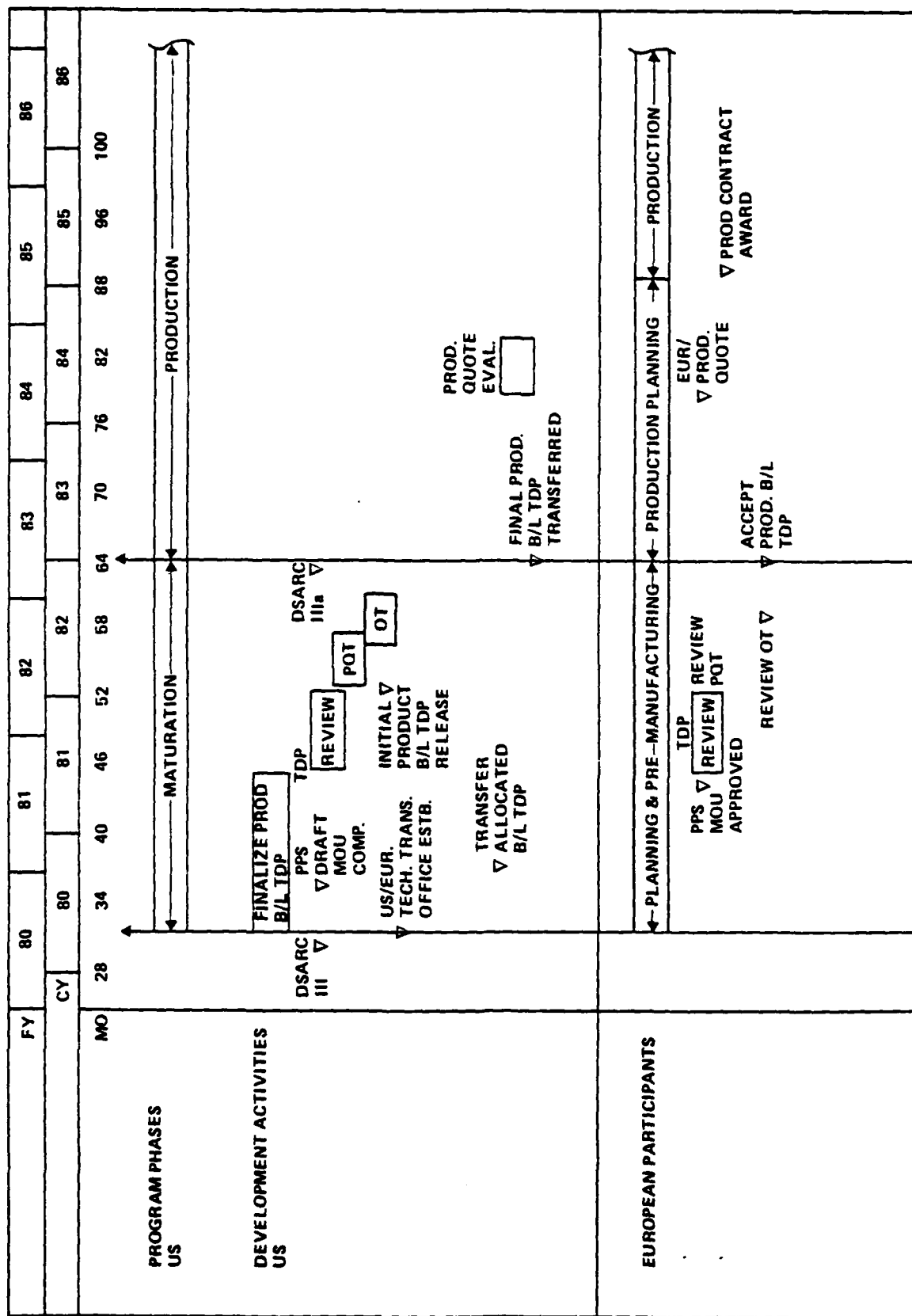
In addition to the actual transfer of a TDP to the European participants, whether it be government-to-government or contractor-to-contractor, there are many supporting activities that must be conducted by both the U.S. and the Europeans relating to technology transfer and the development of an acceptable package by the European community for procurement. Examples are shown in Figures 4 and 5. As shown on these charts, European production cannot be started until the end of the first quarter of CY85. These estimates are based on the U.S. program maintaining its development schedules.

Transfer of the MLRS technical data package prior to completion of the Maturation Phase should be based upon the allocated baseline technical data package. Although the MOU guidelines indicate that direct contractor-to-contractor licensing relationships are authorized after the Maturation Phase contractor has been selected, a government-to-government technology transfer



MAY 1980

Figure 3. The Technology Transfer Government-to-Government of the TDP Package.



MAY 1980

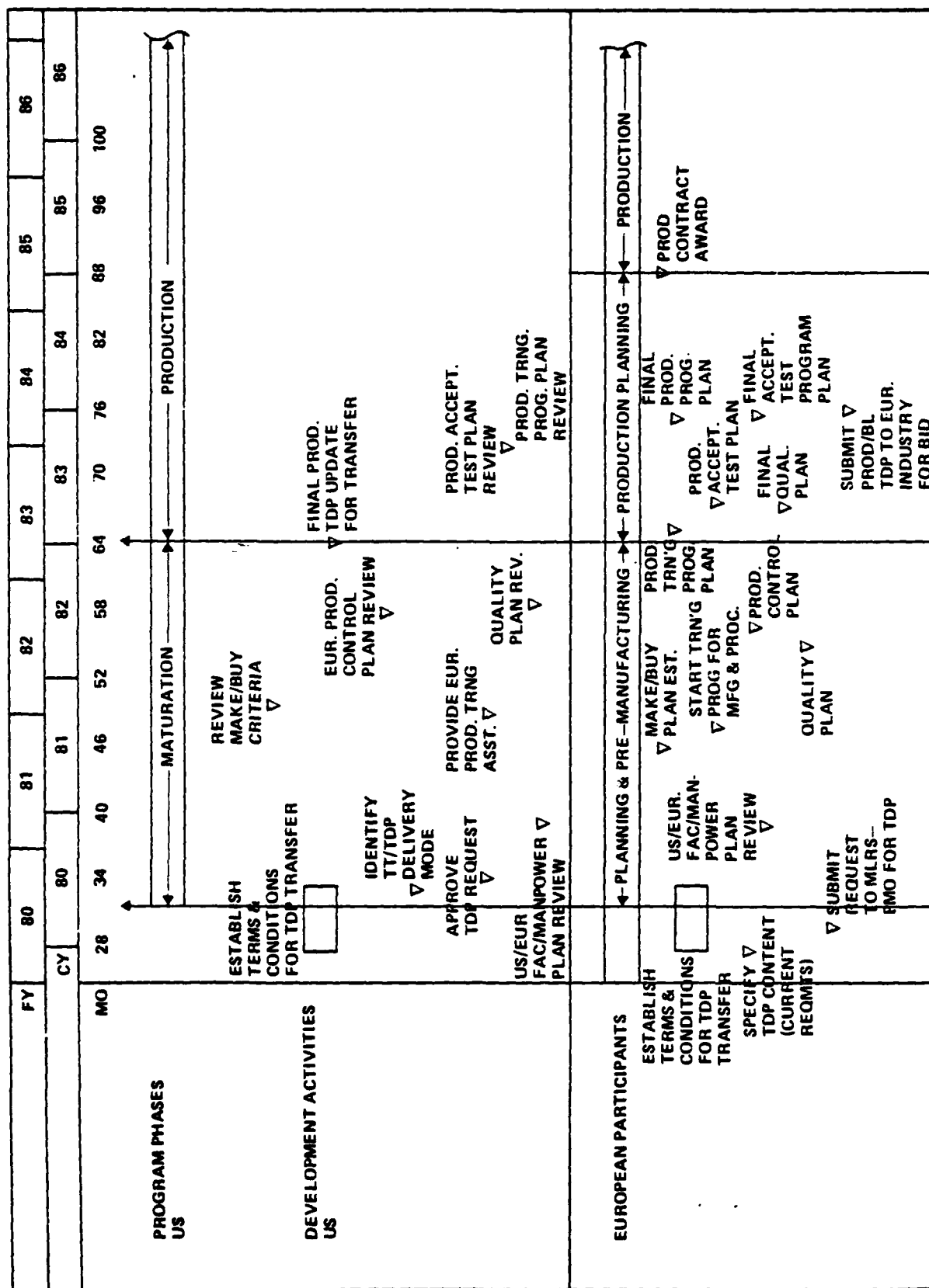


Figure 5. Technology Transfer Supporting Actions

MAY 1980

MAY 1980

method is preferred. The final MLRS technical data package which will include those drawings, specifications, etc., developed for the product baseline can be transferred to the European participants at the conclusion of the Maturation Phase.

3.2 CONTENTS OF TECHNICAL DATA PACKAGE (TDP)*

The content of technical data packages differ depending on the engineering development phase of U.S. military systems. The MLRS has two major development phases: Validation and Maturation. The TDP content for both the Validation Phase, (allocated baseline,) and the Maturation Phase (product baseline) are listed below.

3.2.1 Allocated Baseline TDP

- a) System Specification, MIS26432.
- b) Type B Development Specification per MIL-STD-490
- c) Level 1 Development Drawings per MIL-STD-100B/MIL-D-1000A plus:
 - o MONO detail drawings
 - o Assembly drawings
 - o Diagrammatic drawings
 - o Separate parts list

3.2.2 Product Baseline TDP

- a) All engineering product baseline drawings and associated parts lists. (Level 3 production drawings)
- b) All current design and performance specifications.
- c) All quality assurance requirements, reliability, and parts data.
- d) Design and operational data on the use and maintenance of system-peculiar inspection equipment.
- e) Any analytical or simulation models needed to check out the end items.

*Neither technical data packages will include regular government standards and specifications, since they are readily available for purchase on the open market.

MAY 1980

- f) Descriptions and specifications on product processes and materials used for manufacturing and assembly. (Type C, D and E specifications)
- g) Documentation, design, and operational data for any special tools, and fixtures to be used for the manufacturing.
- h) Status accounting engineering records listing for each hardware item.
- i) Manufacturing plans and production control requirements.

Table 1 shows an estimate of the number of drawings and specifications and related technical documents that would be contained in the product baseline TDP.

MAY 1980

TABLE 1

APPROXIMATE NUMBER OF ALLOCATED BASELINE TDP DOCUMENTS FOR TECHNOLOGY TRANSFER:

ROCKET	300 dwgs & Specs
LP/C	100 dwgs & Specs
SPLL (Less Carrier)	2,000 dwgs & specs

APPROXIMATE NUMBER OF PRODUCT BASELINE TDP DOCUMENTS FOR TECHNOLOGY TRANSFER.

Drawings (Hdw)	2,400 (less carrier)
Carrier	8,000 dwgs & specs
Manufacturing Processes and Procedures	4,000
Specifications	250
Test Inspection Speci- fications, Drawings, and Procedures	1,500
Tooling	4,000

THIS ESTIMATE IS BASED ON KNOWN DATA AT THE START OF THE MATURATION PHASE AND MAY VARY AS THE PROGRAM PROCEEDS THROUGH THIS PHASE.

NOTE: The above numbers are for MLRS-developed peculiar tactical hardware only. The government specifications and standards will not be a part of the technical data transfer package, since they are readily available for purchase on the open market.

MAY 1980

4.0 CONFIGURATION MANAGEMENT

Under the terms of the MOU, the U.S. program coordinator is responsible for the establishment of a configuration management system to accomplish the following:

- o Prepare technical documentation required to identify the production baseline hardware and software.
- o Control all design and engineering changes by ECP/RFD/RFW through the joint system configuration control board (JCCB)
- o Perform status accounting (auditing) via a computerized program to record, maintain, and report all changes.

All changes to the MLRS TDP approved baselines (allocated and product and their interfaces) must be processed through the Joint System Configuration Control Board (JCCB) and approved by the MLRS U.S. Program Manager.

In addition to the above functions, the MLRS Program Office Configuration Management office will serve as the focal point for Technology Transfer of the TDP. As such, a representative of this office will serve on the Configuration Management/Technology Transfer subpanel of the Production Planning Working Group (PPWG).

MAY 1980

APPENDIX A
DEFINITION OF TERMS FROM THE MEMORANDUM OF UNDERSTANDING (MOU)

ALLOCATED BASELINE

"Allocated Baseline" is the technical documentation in the form of development specifications, drawings, and interface control documentation requirements that are allocated from the Functional Baseline (System Specification) to individual hardware end items as they are developed during the Validation of a program life cycle. The Allocated Baseline Technical Data Package (TDP) contains the physical and functional characteristics of the hardware end items as well as the interface requirements. The Allocated Baseline TDP is only suitable for limited production use, and is a product of validation.

CONFIGURATION CONTROL

"Configuration Control" is the systematic evaluation, coordination, approval or disapproval, and implementation of all approved changes after formal establishment of the hardware and software baseline.

CONFIGURATION MANAGEMENT

"Configuration Management" is a discipline applying technical and management principles to identify and document the functional and physical characteristics of hardware and software, control changes to these characteristics, and report change processing and implementation status.

COPRODUCTION

"Coproduction" capabilities may be implemented either directly through technology transfers between governments or indirectly through specific licensing arrangements by designated commercial firms, in a manner which will enable all participants to acquire the "know-how" to manufacture or assemble, repair, maintain, and operate, in whole or in part, the MLRS, any element thereof, or any product improvement or later added component.

END ITEM

"End Item" is a final combination of component parts and/or materials which, when delivered, is ready for its intended use.

FULL-SCALE PRODUCTION

"Full Scale Production" is the phase of the MLRS production program which will occur after the product baseline technical documentation package is released. Quantities authorized for production may be considerably larger than quantities authorized by the preceding limited production phase.

INTELLECTUAL PROPERTY RIGHTS

"Intellectual Property Rights" as used herein is any product of the human mind which is capable of being protected under law. This includes, but is not limited to, patents, trademarks, trade secrets, and copyrights.

INTERFACE CONTROL DOCUMENTATION

"Interface Control Documentation" is the documentation describing the functional and physical characteristics required to exist between two or more hardware or software items which are produced by different contractors and/or government agencies. Once a baseline is established, changes to the interface control documentation will be processed in accordance with configuration control procedures.

MATURATION

"Maturation" consists of those steps in the development cycle of a project during which the design will be finalized and rigorously tested for qualification in the several natural and induced environments required of fielded military equipment. Final technical documentation packages, (product baseline) field manuals, training plans, and maintenance support packages are prepared during Maturation and the design is qualified for full scale production.

MLRS

"MLRS" means a medium caliber Field Artillery Multiple Launch Rocket System. The system includes rocket rounds; command, launch, and mobility equipment; and other supporting equipment. The rocket round includes an assembled payload (warhead section) and a rocket motor with stabilizing fins. The command and launch equipment includes a launch pod/container, a launcher, an on-board fire control system, a communications equipment interface, and a self-propelled carrier. Other supporting equipment includes auxiliary equipment, technical documentation, special tools, maintenance and training equipment, and an ammunition resupply vehicle.

MAY 1980

PATENTS

"Patents" includes utility patents, design patents, registered designs, and other similar protection.

PRODUCT BASELINE

"Product Baseline" is the technical documentation in the form of specifications, standards, drawings, and quality assurance provisions that are suitable for high rate production of Army material. This Technical Data Package (TDP) must specify form, fit, and function to assure technical and logistical interchangeability; and detail design disclosures to permit the delivery of identical items of hardware from piece part to end item level. The Product Baseline is an output of Maturation.

PROGRAM MANAGEMENT

"Program Management" is the act of handling, controlling, and directing assigned resources for the accomplishment of the overall program objectives under this MOU. The program includes a number of separately identifiable national projects.

PROJECT MANAGEMENT

"Project Management" is the act of handling, controlling, and directing assigned resources for the accomplishment of specific national projects under the MOU.

SYSTEM SPECIFICATION

"System Specification" is a document which provides the technical and mission requirements for a complete weapon system, allocates requirements to functional areas and defines interfaces between and among functional areas.

TECHNICAL ASSISTANCE

"Technical Assistance" means any and all support other than "Technical Information," provided by one participant to another, or provided by one or more contractors to another, or by a contractor to a government directly related to the technical, scientific, manufacturing, test, inspection, operational, and logistics aspects of the MLRS.

TECHNICAL DATA PACKAGE

"Technical Data Package" (TDP) includes such mandatory items as design drawings (equipment and packaging), manufacturing specifications, material

MAY 1980

specifications, details of commercial components, production lot acceptance schedules, and essential quality control processes and equipment necessary for the manufacture and test of MLRS hardware in either limited (Allocated Baseline) or full-scale (Product Baseline) quantities.

TECHNICAL INFORMATION

"Technical Information" means that recorded or documented information of a scientific or technical nature, regardless of format or other documentary characteristics, including experimental and test data, specifications, designs, processes, inventions or discoveries whether or not patentable, technical writings, sound recordings, pictorial reproductions, drawings, or other graphic representations, magnetic tape, computer software documentation, computer memory printouts or data retained in computer memory, and works of a technical nature, and any other relevant technical data in whatever form presented, whether or not copyrighted.

TECHNOLOGY TRANSFER PLANNING

"Technology Transfer Planning" is the process by which the participants will study the means to prepare a Technical Data Package in such a manner as to enable the transfer of technology information from a developing agency to a nondeveloper.

MAY 1980

APPENDIX B
MOU GUIDELINES FOR TECHNOLOGY TRANSFER

The following excerpts from the MOU are presented as applicable to Technology Transfer.

VALIDATION OBJECTIVES (4.3.3*)

To initiate the development of an MLRS Technology Transfer Plan (TTP) between and among the participants which would, if implemented, enable the participants to exercise the rights of use in technical information in accordance with Article VII. (4.3.3.4*)

To maximize the selection of common equipment, material, and procedures for support of the MLRS in order to increase the opportunities for economical production and coordinated support of the system among the participants in furtherance of their mutual defense. (4.3.3.5*)

To develop procurement plans for each of the participants. (4.3.3.6*)

MATURATION OBJECTIVES (4.3.4*)

Following Validation, a selected design will enter into Maturation, during which the design will be updated as necessary, production qualification testing will be conducted, and the Technical Data Package (TDP) updated to incorporate changes resulting from testing. The technical information developed during Maturation will be sufficiently complete for full-scale production and application to the maintenance and logistic support of fielded systems. The following objectives will also be accomplished:

MLRS Technical Data Packages will be modified as necessary for acceptance by each nondeveloping participant at whose instance and request such information is prepared (4.3.4.1*)

LIMITED PRODUCTION OBJECTIVES (4.3.5*)

Subsequent to the completion of production qualification testing, the Technical Data Package will be considered by the participants for entry into full-scale production to meet procurement objectives established by appropriate supplemental agreement. (4.3.5.2*)

* Numbers in parentheses refer to paragraph numbers in the MOU document.

MAY 1980

PREPARATION OF TECHNOLOGY TRANSFER PLANS (5.4*)

Participants may request other participants on their behalf to task national contractors to prepare Technology Transfer Plans for developed items. At the time such request is made, the individual participant(s) will define the scope of the MLRS TDP requirement, including identification of the components or subsystems to which the TDP applies, actions desired to obtain necessary data rights, technical assistance to be provided, and contractual arrangements to be considered. TTP for European production will be established under the responsibility and guidance of the European organization(s) commissioned for coproduction by the European participants. These efforts will be executed under the supervision of the program coordinator and will begin at the start of maturation.

CONTRACTUAL RELATIONS (5.7*)

There will be no agreements or contracts relative to this program between contractors or subcontractors participating in U.S. validation competition and firms located in other participating countries without joint government approval. Necessary interface between contractors will be controlled by program management representatives. After the maturation contractor has been selected, direct relationships between participating contractors are authorized for the purposes of this program.

MANUFACTURING RIGHTS (7.2*)

The participants recognize that complete manufacturing rights must include both Foreground Information and Background Information. To the extent that Background Information is owned by third parties, rights may be obtained either:

By direct negotiation with the commercial owners of such intellectual property rights in the country of a participant developing the equipment, or (7.2.1*)

By indirect negotiation through the government of the country developing the equipment. (7.2.2*)

* Numbers in parentheses refer to paragraph numbers in the MOU document.

MAY 1980

It will be permissible for a participant (or its nominated contractor), at its option, to negotiate directly with the commercial owners of intellectual property rights in the country of another participant to obtain essential foreground and background information (including third party rights), only if such rights are not automatically available as a result of prior arrangement between the developing government and its contractors. At the time of signature of this MOU, participants will identify all intellectual property rights potentially falling into this category. This list will be updated at entry into maturation and prior to signature of the procurement supplement. (7.2.3*)

BACKGROUND INFORMATION (7.3.1*)

Each participant will furnish to the others reports summarizing MLRS program work accomplished and progress made prior to the signing of this MOU. To the extent known, each participant will advise the others as to any intellectual property rights established in such program areas. In addition, each participant will, in respect to work for which it is responsible, secure and provide to the extent that it has the right to do so to the other participants any (all) applicable background information pertaining to the specific topics undertaken in the program. (7.3.1.1*)

Insofar as any intellectual property rights in technical information or inventions are owned or controlled by third parties or other private parties and which cannot be granted without the granting party incurring royalty costs of other liabilities, each participant will, on request, use all reasonable efforts to secure or assist the requesting participants to secure, on fair and reasonable terms, the disclosure of this information. The rights of use of technical information and patents will be subject to reasonable return of costs to the developer of such technical information or patents, in accordance with this paragraph. (7.3.1.2*)

FOREGROUND INFORMATION (7.3.2*)

Each participant will provide promptly to the other participants all technical information generated in the course of work performed under that

* Numbers in parentheses refer to paragraph numbers in the MOU document.

MAY 1980

portion of the MLRS Development Program for which it is responsible, and will promptly supply copies of patent applications, if any, for inventions conceived or first actually reduced to practice in the course of such work.

TRANSFER OF TDP FOR PRODUCTION (7.10*)

The TDP for production will not be transferred among participants until the terms and conditions, to include financial arrangements, for such transfer are established and implemented.

LIMITATION OF RIGHTS (7.7.1*)

No participant will use or disclose information which, under this MOU, is subject to limited rights of use or disclosure except within the scope of the rights according to it herein.

DISCLOSURE OF LIMITED RIGHTS (7.7.2*)

Information limited in disclosure or use will be so marked at the time it is supplied and such markings will be affixed to any such information subsequently supplied to other agencies or contractors. Upon any such transfer, the transferring participant will obtain the written agreement of the recipient not to use or disclose such information except within the stated limitation.

EXPORT CLEARANCE (7.9*)

In respect of any transfer of information and licenses resulting from direct negotiation, the government of the country developing the relevant data will grant any necessary export clearances.

FINANCIAL ARRANGEMENTS

National variations from product baseline configuration are discouraged and the development costs of any such design variations will not be included in the shared costs of the Program. (8.2.7*)

Technology Transfer Plans (TTP) will be prepared at the direct expense of each using participant and will not be included in the shared cost of the program. (8.2.8*)

Each requesting participant will bear, individually, the costs of the adaptation of Technical Data Packages (TDP) for transfer of production from the

* Numbers in parentheses refer to paragraph numbers in the MOU document.

MAY 1980

developing participant to a nondeveloping participant to include any prior planning costs. Such costs will not be included in the shared costs of the program. (8.2.9*)

Data provided by one participant to another will not normally be translated before transfer; however, whenever requested, assistance in translation may be furnished by the originator or his contractor(s) at cost to the receiving participant or his contractor's. (8.2.10)

Participants will bear, individually, or in the case of a European consortium, collectively, fees and royalties incurred as a result of obtaining licenses for production of items to which proprietary or other valid claims are made by owners of such property rights. (8.2.11*)

PROCUREMENT PRINCIPLES (9.3*)

Configuration management procedures will be established to assure that all proposed changes to MLRS Technical Data Packages (TDPs) or support systems are brought promptly to the attention of each procurement participant. Such changes will be promptly considered for incorporation in the MLRS TDP, or collectively endorsed as having no affect on the standardization, interoperability, and logistical interchangeability of any system developed by NATO armed forces. The aim of these procedures will be to strongly discourage variant designs. (9.3.7*)

TECHNICAL ASSISTANCE (16.1*)

Each Participant will arrange to provide technical assistance to other Participants and their contractors and subcontractors on fair and reasonable terms. Assistance will consist of such efforts as the provision of manufacturing know-how, production process charts, gauge schedules, and gauge drawings necessary to assist the requesting Participant to effectively apply the results of the developmental work under this program in its country for the purposes allowable under this MOU and later supplements. The intent of the technical assistance is to ensure that system components, regardless of national source, will perform as intended by their ultimate users.

* Numbers in parentheses refer to paragraph numbers in the MOU document.

MAY 1980

LIMITATIONS ON SALE OR TRANSFER OF INFORMATION TO NONPARTICIPANTS
(17.1*)

The sale or transfer of technical information, developed or obtained during the course of this program, by a Participant or any contractor or subcontractor engaged in this program to a Nonparticipant or its contractors or subcontractors, requires unanimous consent of all Participants. The conditions under which the sale, transfer, or release of program technical information, as may be unanimously agreed to by the Participants to be in their best interests, will be set forth in supplements to this MOU. No technical information will be released by a Participant under circumstances in which that information is obtained on more favorable terms than if the requesting nation had been an original Participant in this MOU.

* Numbers in parentheses refer to paragraph numbers in the MOU document.

MAY 1980

APPENDIX C
LIST OF ACRONYMS AND ABBREVIATIONS

ACSI	Assistant Chief of Staff Intelligence
AGC	Army General Counsel
ASD/ISA	Assistant Secretary of Defense/International Security Assistance
B/L	Baseline
DA	Department of the Army
DARCOM	U.S. Army Materiel Development and Readiness Command
DCSRDA	Deputy Chief of Staff Research Development and Acquisition
DCSOPS	Deputy Chief of Staff Operations and Plans
DRCDE	Directorate for Development and Engineering, Hq DARCOM
DRSAC	Special Assistants, Hq, DARCOM
DRCPP	Directorate for Procurement and Production, Hq DARCOM
DRCIRD	Directorate for International Research and Development
DRCGC	Directorate for the Office of the Command Counsel, Hq DARCOM
DSARC	Dept. of Defense System Acquisition Review Counsel
DCSLOG	Deputy Chief of Staff, Logistics
FAC/Manpower	Facility/Manpower
MOU	Memorandum of Understanding
OT	Operational Tests
PM	Program Manager
PMO	Program Manager's Office
PQT	Prototype Qualification Tests
PPS	Production Procurement Supplement
TDP	Technical Data Package
TRNG	Training
TT	Technology Transfer
US/EUR	United States/European

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